

forces in France with artillery conforming to the French and British standard calibers. The arrangement was that we should purchase from the French and British the artillery needed for our first divisions and ship to them in return equivalent amounts of steel, copper, and other raw materials so that they could either manufacture guns for us in their own factories or give us guns out of their stocks and proceed to replace them by new ones made from our materials.

The plans then formulated further provided that, with our initial requirements taken care of in this way, we should at once prepare to manufacture in our own plants artillery of these same calibers for the equipment of later divisions. In general, it may be truly said that these plans were carried through successfully along the lines originally laid down. With no serious exceptions, the guns from British and French sources were secured as needed, but our own plants were slower in producing complete units ready for use than had been hoped and planned.

In our factories the 3-inch guns of improved model which had been ordered in September, 1916, were changed in caliber to use standard French ammunition, and became known as 75 mm. guns, model 1916. The British 18-pounder then being produced in this country was similarly redesigned, and became known as the 75 mm. gun, model 1917. Work was immediately begun also on the plans for the French 75 mm. gun so as to make it possible to produce it in American factories. For this gun, however, it was necessary to develop new manufacturing capacity.

In the case of other calibers of artillery, the same means in general were taken to secure a supply. Material previously on order was adapted to meet the new conditions; capacity actually engaged on production for the French and British was utilized to as great an extent as possible, and foreign plans were adapted to American practice and new plants erected to push production. It was necessary, of course, in all this work not to interfere with American production for the Allies. Of the enormous amount of equipment made necessary by the expansion of the Army from its first strength to the contemplated force of 5,000,000 men, the artillery and